

## 057 - PROBATION

### Operational Summary

#### Mission:

To protect the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the re-socialization of offenders.

#### At a Glance:

Total FY 2001-2002 Projected Expend + Encumb:	118,387,924
Total Recommended FY 2002-2003 Budget:	125,042,358
Percent of County General Fund:	5.11%
Total Employees:	1,540.00

#### Strategic Goals:

- Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.
- Provide protection to the community by managing Orange County's adult and juvenile probation population.
- Assist crime victims by presenting their interests to the court and providing support services.

#### Key Outcome Measures:

Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
<b>PERCENT OF COURT INVESTIGATIONS SUBMITTED WITHIN FILING REQUIREMENTS.</b> <b>What:</b> Percent of investigative and progress reports submitted within filing requirements. <b>Why:</b> Measures success in Probation providing timely information to the courts for appropriate decisions.	100% of 1,410 adult investigation reports and 96.2% of 5,802 juvenile investigation reports were submitted to the Courts within filing deadlines.	Maintain on-time completion rates of 95% or better for submitting adult and juvenile investigation reports.	The results clearly demonstrate the department's ongoing success in providing information to the courts in a timely manner.
<b>PERCENT OF PROBATIONERS WHO DO NOT COMMIT A NEW CRIME OR LAW VIOLATION WHILE ON PROBATION.</b> <b>What:</b> Percent of probationers who do not commit a new crime or law violation while on probation. <b>Why:</b> Measures level of community safety by identifying probationers who do not commit a new offense.	71% of 3,955 adults and 65% of 2,314 juveniles terminated formal probation, and 93% of 463 juveniles terminated informal probation without a new law violation in FY 00-01.	Maintain a rate of 60% or better of adults and juveniles terminating formal probation, and 90% or better of juveniles terminating informal probation without committing a new crime or law violation.	The FY 00-01 findings underscore the department's continued success in protecting the community from further criminal activity by these offenders. Nearly all adult and juvenile offenders terminated probation without committing a violent crime.
<b>PERCENT OF PROBATIONERS WHO DO NOT COMMIT A VIOLENT FELONY CRIME WHILE ON PROBATION.</b> <b>What:</b> Percent of probationers who do not commit a violent felony crime while on probation. <b>Why:</b> Measures level of community safety by identifying probationers not arrested for violent crimes.	98.4% of 3,955 adults and 96.1% of 2,314 juveniles terminated from formal probation in FY 00-01 did not commit a violent crime while under probation supervision.	Meet or exceed rates of 95% of adults and juveniles terminating formal probation without committing a violent crime while under probation supervision.	The results support the success of the department's efforts in protecting the community from the most violent of criminal acts.

## Key Outcome Measures: (Continued)

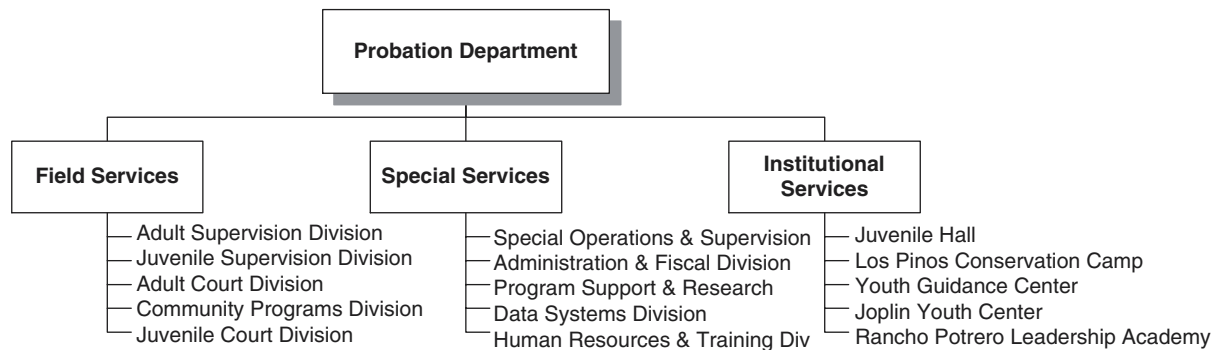
Performance Measure	2001 Business Plan Results	2002 Business Plan Target	How are we doing?
<b>PERCENT OF PROBATIONERS EMPLOYED OR IN SCHOOL.</b> <b>What:</b> Percent of probationers employed or in school consistently or (for adults) at least 5 months. <b>Why:</b> Measures probation's success in assisting probationers to gain employment or attend school.	67% of 5,673 adult probationers and 62% of 4,235 juvenile probationers in FY 00-01 were either employed or attending school regularly for a significant period while under probation supervision.	Meet or exceed a 60% rate of adult probationers and 55% rated of juvenile probationers who are employed or attending school regularly for a significant period.	The finding that two-thirds of adult probationers were employed (or in school) is positive and corresponds to the prior baseline result. That 62% of juvenile offenders attended school regularly, up from last year's baseline of 55%, is encouraging.
<b>PERCENT OF IMPROVEMENT IN FUNCTIONING AND LIFE-SKILLS ABILITIES AFTER ONE YEAR ON PROBATION.</b> <b>What:</b> Percent of improvement based on standardized assessments at intake and after one year on probation. <b>Why:</b> Measures effectiveness in addressing probationer's needs during their first year on probation.	Of 1,007 adults and 599 juveniles assessed in FY 00-01, 61% of adults and 65% of juveniles demonstrated some improvement in total functioning. 35% of adults and 37% of juveniles had enough improvement to reduce their need classification to a lower level.	Maintain the prior year's results and establish an appropriate target based on two year of results for this measure.	Baseline results indicate the majority of offenders make progress during their first year on probation. Over one-third progressed sufficiently to lower their need classification by the end of their first year on probation.
<b>PERCENT OF COURT-ORDERED RESTITUTION PAID BY PROBATIONERS TO CRIME VICTIMS.</b> <b>What:</b> Measures the percent of victims paid in full in closed restitution cases. <b>Why:</b> Measures Probation's success in collecting restitution for crime victims.	Of 561 adult offender cases closed in FY 00-01, in 64% of the cases the victim was paid in full with a total of \$1,675,348 paid to victims in restitution. Of 1,331 juvenile cases closed, in 91% of the cases the victim was paid in full and a total of \$556,893 was paid to victims.	Establish appropriate target goals based on the prior year's results and expand the outcome measure to report on closed cases where victims were compensated based on the probationer's ability to pay.	Nearly two-thirds of adult cases and over ninety percent of juvenile cases with victim restitution closed with the victim having been fully compensated financially.
<b>VICTIM RATINGS OF SATISFACTION RELATIVE TO THE QUALITY AND MANNER OF PROBATION SERVICES PROVIDED.</b> <b>What:</b> Survey regarding victim satisfaction with the information and services provided by Probation. <b>Why:</b> Measures victim satisfaction with services provided by Probation.	Surveys were mailed to 1,168 victims owed restitution or contacted for intake/investigations. Of the 209 respondents, 47% were satisfied with services, 37% were dissatisfied, and 40% requested further information.	Establish goals based on three years of comparative results, develop a plan to assess the satisfaction of serious violent crime victims, and implement a formal plan for surveying victims at key points in the probation process.	Approximately half of the respondents were satisfied with probation services, but 37% were dissatisfied. Findings from surveys are being used to enhance victim services, such as the addition of a Victim Services Coordinator. Higher levels of victim satisfaction are anticipated in the future.

## Fiscal Year FY 2001-2002 Key Project Accomplishments:

- Throughout 2001, the department continued to be aggressive in recruiting staff for all service areas. These efforts resulted in 58 staff promotions to Deputy Probation Officer and the hiring of 90 Deputy Probation Counselors and 66 Probation Night Counselors. Five New Employee Orientation sessions were conducted for 260 new staff, four newly formed 80-hour Supervisory Core training classes were conducted for 84 newly promoted supervisory peace officers and professional supervisory staff, and PIP training was provided to all new employees and newly promoted supervisors.
- The department maintained a cadre of 480 Volunteers in Probation and Volunteer Probation Officers, including 25-35 new college interns each semester. Volunteers contributed 31,600 hours of service.
- Juvenile Justice Crime Prevention Act (AB 1913) funds of more than \$9.7 million were allocated to Orange County for 2002-2003 for Juvenile Justice Programs.
- The Probation Department worked cooperatively with all stakeholders to develop a comprehensive County Plan to implement the requirements of Proposition 36. One unit consisting of one Supervising Probation Officer, eight Deputy Probation Officers (DPOs) and an IPT were added to the Adult Supervision Division. To prepare for the impact of potentially thousands of Proposition 36/PC 1210 cases, the AS/400-based Case Management System was upgraded, numerous NT Server upgrades were addressed, and a Proposition 36/PC 1210 Internet based application was fully developed and implemented.
- Gang prevention and youth development programs were added or expanded for the unincorporated County Islands.

- Juvenile Drug Court was expanded by adding two Deputy Probation Officers, additional Health Care resources, employment services, and sober living activities. The seven adult drug courts throughout the County have twelve Deputy Probation Officers assigned to them.
- A Computer Forensic position was created for crimes promulgated using the Internet and assigned to the Special Enforcement Unit.
- AB 1913 funding provided operational funds to open 64-secure beds in the Theo Lacy Jail, known as the Lacy Juvenile Annex.
- The Board of Corrections awarded a \$4.872 million construction grant for Juvenile Hall that, along with \$7.7 million in previously approved General Fund allocations, will provide for a new 60-bed housing unit, three classrooms, and replacement of several support facilities.
- The U.S. Forest Service extended the Special Use Permit for the Los Pinos Conservation Camp through June 30, 2002 to allow time to complete a National Environmental Policy Act environmental impact study and agreed to allow funded maintenance projects which, with the rehabilitation of two dorms, will increase Los Pinos' rated capacity by 32 beds for a total of 157 beds.
- The department continued to make progress toward establishing the Rancho Potrero Leadership Academy on the Joplin Youth Center county-owned property and to pursue siting/funding for a second Juvenile Hall.
- A Victim Services Coordinator position was created and filled.
- A victim Survey for Year 2001 was distributed to 1,240 victims. In addition to compiling the results, the department provided individual responses and assistance to victims responding to the survey upon request.
- Seven divisions throughout the department evaluated their functions relative to victims and increased services to victims.
- Automation technology has continued with 21 DPOs using Digital Voice Dictation technology to increase efficiencies in court report preparation. The Human Resources Document Imaging Project fully integrated into daily operations in support of the centralized HR project plan, and 50 units of the Palm PDA devices deployed to management and supervisory staff.
- The Institutions Management System Phase I project was successfully completed and the full system implemented during the first quarter of FY 2001-02. The system is fully integrated with the Juvenile Case Management System (CMS) and fully web enabled.
- The Probation Intranet portal PROB-NET is fully operational and is now the launch point for all Probation applications. The portal is a major component for communicating information, policies, and procedures to all Probation staff.

## Organizational Summary



**FIELD SERVICES** - Provides services through five distinct operational divisions: Juvenile Court, Adult Court, Adult Supervision, Juvenile Supervision, and Community Programs. The Juvenile Court Division provides intake screening services for all juveniles referred by law enforcement agencies for alleged violations of the law, conducts preliminary investigations to determine if further referrals to the District Attorney and Court are necessary, provides Juvenile Court Officers to the Juvenile Court, conducts investigations for the Juvenile Court, administers peer court and drug court, and monitors diversion and administrative cases. The Adult Court Division conducts investigations for the criminal courts, provides intake and assessment of adult offenders, and monitors Courtesy Supervision, Child Support, and Welfare Fraud cases. The Adult Court Division also supplies Resident Probation Officers to the five justice centers.

The Adult Supervision and Juvenile Supervision Divisions supervise adult and juvenile offenders in the community on formal probation. These divisions enforce court orders and assist with the re-socialization of offenders through a combination of direct and supportive actions based on ensuring community safety, addressing offender accountability, and promoting competency building in those adults and juveniles under supervision.

The Community Programs Division provides services for first-time juvenile offenders classified as having a high-risk potential for ongoing delinquency (8% Early Intervention Program) and transitional aftercare services for juveniles released from county correctional facilities (Repeat Offender Prevention Program and Challenge Programs). The Community Programs Division is responsible for the department's six Youth and Family Resource Centers.

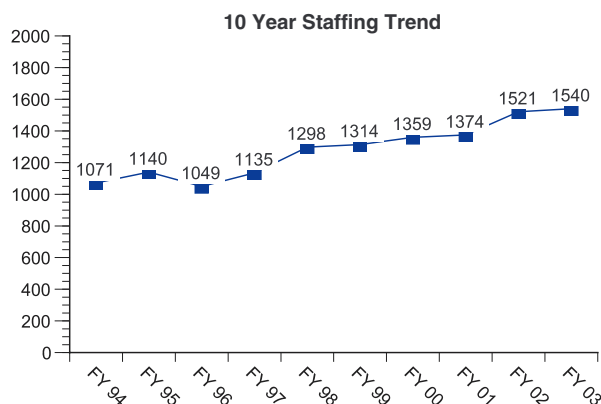
**SPECIAL SERVICES** - Provides primary support services for the department's overall operation through five operational divisions: 1) Administrative and Fiscal, 2) Program Support and Research, 3) Data Systems, 4) Human Resources and Training, and 5) Special Operations and Supervision. Provides data system and research support, human resource services, administrative and fiscal services and collection enforcement for all functions in the department. Supports long-range planning, pursuit of outside funding, legislative analysis, contract administration, community resource monitoring, employee recruitment and hiring, and operation of the Volunteers in Probation (VIP), Volunteer Probation Officer (VPO), Probation Community Action Association (PCAA) programs. The Special Operations and Supervision Division supervises three sub-populations of high risk offenders: domestic violence batterers, adult sex offenders, and gang members.

**INSTITUTIONAL SVCS** - Provides oversight and direction for the six county juvenile correctional facilities operated by the Probation Department: Los Pinos Conservation Camp, Joplin Youth Center, Youth Guidance Center, Juvenile Hall, Juvenile Hall Annex, and Lacy Juvenile Annex. These facilities operate 24-hours-per-day, 7-days-a-week and must meet stringent guidelines established by the California Board of Corrections. Primary responsibilities include providing a safe environment for the juveniles in custody, ensuring sufficient well-trained staff are available, developing a broad range of treatment programs to meet the juveniles' needs, adhering to all laws/regulations/licensing requirements for correctional facilities, and overseeing correctional facility maintenance and development.

In addition to the facilities, programs are provided that offer alternatives to confinement. The Juvenile Court Work Program allows offender to work on weekend work crews in lieu of serving a commitment. The Accountability Commitment Program allows offenders to be released home on electronic confinement to a day-treatment program. The Independent Living Program is a co-ed day-reporting vocational training program.

**CHIEF PROBATION OFFICER** - Oversees the overall direction, administration, and coordination of the operations and programs of the Probation Department including the County's juvenile correctional institutions. Coordinates the operation of all Probation Department programs and services: directs and consults with the three Chief Deputies of Institutional Services, Field Services, and Special Services in assigning projects and developing goals for their various divisions; develops and maintains effective working relationships with other social and law enforcement agencies, public officials, the judiciary, and community organizations to assess needs, develops priorities, and maintain efficient/effective services; consults with the Board of Supervisors, County Executive Office, and Courts for policy direction and guidance; and provides fiscal oversight of the department's budget and expenditures.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The Probation Department staff expanded from FY 97 to FY 02 primarily as a result of the following:
- Opening of new 60-bed unit at Juvenile hall.

- Opening of the Juvenile Hall Annex. New or expanded programs arising from the availability of new, non-General Fund sources.
- Assumption of decentralized County services. Conversion of extra help positions to regular, full-time in order to avoid a prolonged retention of staff in extra help status.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Probation Department will be actively engaged in the expansion of the Los Pinos Conservation Camp and addition of the Rancho Potrero Leadership Academy which were adopted by the Board of Supervisors as Strategic Priorities in 1998 and will continue to aggressively pursue revenue offsets for these projects where available.

Other approved strategic priorities that are accommodated within the FY 2002-03 Baseline Budget include the County Islands/Gang Prevention/Intervention projects, additional detention beds for older youths and the opening of the sixth Youth and Family Resource Center, which are all funded by the Juvenile Justice Crime Prevention Act.

The Probation Department will continue to aggressively pursue new funding sources to support probation services. Related thereto, it is anticipated that all Probation Department fees will be updated and presented to the Board of Supervisors for adoption prior to the onset of the new fiscal year. The 2002-03 base budget includes an additional \$665,000 in revenue over 2001-02 levels related to Probation's continuing goal of improving the collection of fees and fines from probationers or other responsible parties.

Additionally, the Probation Department participated in a revenue maximization work plan, pursuant to a State Master Services Agreement that was approved by the Board of Supervisors for Federal revenue recovery services. As a result of this effort, it is anticipated that an additional \$400,000 in Federal Title XIX (Medi-Cal Administration) revenues will accrue to this department in FY 02-03.

The Probation Department continues to accept leadership roles on a Statewide basis to help facilitate County goals. The Chief Probation Officer will also continue to take an active role in supporting the Chief Probation Officers of California in the related pursuit of new revenue and the protection of existing revenue resources.

The Probation Department will convene all managers to begin planning for the FY 2003-04 budget cycle. A review of existing programs will continue to determine if there are any that are no longer effective and should be curtailed or eliminated.

### Changes Included in the Recommended Base Budget:

The Probation Department FY 2002-03 Baseline Budget includes the following changes.

\$2.5 million and 14 new positions to operate a sixth Youth and Family Resource Center to serve the South and Central regions of Orange County. The cost of this program is offset by Juvenile Justice Crime Prevention Act funding.

\$872,327 and 11 new positions for an additional unit to help meet the workload demands of the rising Proposition 36 caseload. All related costs are offset by Substance Abuse Crime Prevention Act funding.

\$305,319 and three new positions for additional facility and project management support. All related costs are offset by State Criminal Alien Assistance Program funding.

\$195,766 and one new position to support and provide technical assistance to the Internet-based Prop 36 Case Management System. All related costs are offset by Substance Abuse Crime Prevention Act funding.

\$12.7 million for cost of living adjustments and additional workers' compensation costs.

Reductions totaling \$4.7 million in cost savings expected in FY 2002-03, resulting from the deferral of service and supply purchases, continuation of the current declining trend in the commitment of minors by the Juvenile Court to the California Youth Authority and the reduction or elimination of planned contract services. The budget reductions are intended to diminish Probation's reliance on general fund support without materially affecting services to the public.

### Requested Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
<b>Field Services Amount: \$ 872,327</b>	Funding and positions to help meet the workload demands of the rising Proposition 36 caseload.	Assist in addressing as many 4,300 additional supervision cases in fiscal year 2002-03.	057-001

### Proposed Budget and History:

Sources and Uses	FY 2000-2001 Actual	FY 2001-2002 Final Budget	FY 2001-2002 Projected <sup>(1)</sup>	FY 2002-2003 Recommended	Change from FY 2001-2002 Projected	
					Amount	Percent
Total Positions	-	1,521	-	1,540	19	0.00
Total Revenues	35,922,843	42,544,386	47,446,599	46,489,449	(957,150)	-2.02
Total Requirements	98,627,816	113,086,330	122,247,905	125,042,358	2,794,452	2.29
Net County Cost	62,704,973	70,541,944	74,801,306	78,552,909	3,751,602	5.02

(1) Requirements include prior year encumbrances and expenditures. Therefore, the above totals may not match FY 2001-2002 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Probation in the Appendix on page 425.

### Highlights of Key Trends:

■ Maintaining a highly trained and motivated workforce.

■ Proposition 36 requirements have the potential for adding 4,300 additional cases for probation supervision. The department faces the estimated loss of between 40 to 60 experienced and knowledgeable staff after safety



retirement is implemented in June 2002. The Labor Management Committee positively resolved nine significant workplace issues, demonstrating the benefit of strengthening the ties between labor and management.

- Taking advantage of the advances in technology and the resulting opportunities to increase communication, effectiveness, and efficiency within the department and among our many collaborative partners.
- The Intranet portal PROB-NET is now fully operational and the launch point for all probation applications. The department will continue to upgrade the technology of the PC desktop operating systems and application software on each laptop and desktop PC within the department in concert with the upgrading of the operating system software for the department's network and applications servers. The Institutions Management System Phase I project was successfully completed and is fully integrated with the Juvenile Case Management System (CMS). Work will continue with other local city and county law enforcement agencies to share data through the Orange County Integrated Law and Justice Strategic Planning Project.
- Improving and increasing services to crime victims.
- A Victim Services Coordinator position was created and filled. A 1-800 number for victims was installed. A Victim Survey for Year 2001 was distributed to some 1,240 victims to evaluate victim satisfaction with current services and areas needing improvement.
- Continue to address the multi-faceted needs of the department's juvenile institutions.
- To mitigate overcrowding, the department has adopted population control measures, leased facilities, and used alternatives to incarceration. In addition, the department will continue pursuing construction of the 90-bed Rancho Potrero Leadership Academy, retention of the 125-bed Los Pinos Conservation Camp, and the addition of 60 more beds at Juvenile Hall. To address the aging and deteriorating infrastructures of the existing juvenile institutional facilities, the department will continue to aggressively pursue construction grant funding, capital project funding in the annual budget process, and new positions to assist in the oversight and accomplishment of the many projects required to maintain the facilities.
- Sustaining, enhancing, and expanding collaborative efforts that improve and strengthen the continuum of graduated sanctions and intervention services for adult and juvenile probationers and their families.
- The Probation Department worked cooperatively with all stakeholders to develop a comprehensive County Plan to implement the requirements of the Juvenile Justice Crime Prevention Act (JJCPA). Through the \$10 million provided by the JJCPA, 11 juvenile justice projects were implemented ranging from crime prevention to custody aftercare. Juvenile Drug Court was expanded, and programs were added/expanded for the unincorporated County Islands.

## Budget Units Under Agency Control

No.	Agency Name	Field Services	Special Services	Institutional Services	Chief Probation Officer	Total
057	Probation	46,383,658	29,306,508	49,036,024	316,168	125,042,358
14R	Ward Welfare	0	0	677,642	0	677,642
	Total	46,383,658	29,306,508	49,713,666	316,168	125,720,000